COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This headquarters operating instruction (HOI) implements and combines Air Force Policy Directive (AFPD) 38-1, *Organization* and AFPD 38-2, *Manpower*. It outlines the organization and functions of the USAFE Corporate Structure; and explains its procedures and relationships. It applies to all United States Air Forces in Europe (USAFE) directorates. It does not apply to Air Force Reserve Command (AFRC) or Air National Guard (ANG) units. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, Management of Records and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at:
https://webrims.amc.af.mil.

SUMMARY OF REVISIONS

This Headquarters Operating Instruction is substantially revised and must be completely reviewed.

Section A—Corporate Structure Overview

1. Overview. The USAFE Corporate structure provides the Commander, United States Air Forces in Europe (COMUSAFE) and staff with the capability to review command-wide issues from a corporate point of view and maximize decision-making effectiveness. The Corporate Structure also acts on key cross-functional issues relating to command and headquarters processes, policies, organization and resource allocation. It is convened when senior-level issue review is necessary e.g. Program Objective Memorandum (POM) development and Operating Budget Review Committee (OBRC).

2. Organization and Responsibilities. The USAFE Corporate Structure consists of a Council, Boards and Groups. The Director of Staff (DS) is the office of primary responsibility for the management of the Council and Boards. The Groups are designed to coordinate cross-functional issues and consist of Capability, Working and, as needed, Cross-Functional Group(s). Groups are established and approved by

COMUSAFE. The DS will designate an office of primary responsibility (OPR) for an issue. The OPR serves as executive secretary and manages their respective Group.

3. Attendance. Attendance at Corporate Structure meetings takes priority over normal staff duties. If unable to attend a meeting, members will notify the executive secretary as far in advance as possible and designate an alternate of appropriate rank and position to attend. Attendance and level of representation by advisors is at the member's discretion with the applicable chairperson's concurrence.

4. Decision Appeal Process. The chairperson retains final authority to resolve disputed issues at the lowest appropriate corporate level. Any member may forward a dissenting position to the chairperson, in writing, within 24 hours of the decision. Dissenting views must be presented through respective functionals.

Section B—Council and Board

5. Council. The Council accomplishes a last senior-level issue review before recommendations are brought forward for final review and approval to COMUSAFE. It also has final review authority over all recommendations from the Boards and other issues brought forward by Groups. The DS or OPR assigned by the DS convenes the Council when an issue requires senior level review and approval. The USAFE Vice Commander (CV) approves issues that may be brought directly to the Council. The responsibilities of the Council include, but are not limited to:

5.1. Reviewing and adjudicating programming recommendations by the Boards.

5.2. Proposing additional initiatives or potential offsets.

5.3. Reviewing and adjudicating the Board's programming and funding shortfalls solution identified during the USAFE Capability Groups' assessments and OBRC.

5.4. Reviewing the reallocation of resources from one Capability Group to pay for a higher priority program and/or issue in another Capability Group.

5.5. Reviewing the strategy and format for USAFE's program and budget briefings to Air Staff.

5.6. Reviewing and adjudicating other cross-functional issues that may be brought to the Council by the Boards or by the DS-assigned OPR.

5.7. Reviewing and adjusting the Boards recommended unfunded requirements prioritization.

5.8. Providing a recommended programming strategy to COMUSAFE.

6. Council Chair. The CV typically chairs the Council, but it can be chaired by COMUSAFE as necessary. If both COMUSAFE and the CV are not present, the next highest-ranking Council member chairs the meeting. Membership includes all USAFE Directors. Should a Director not be able to attend, Deputy Directors will take their place (see also **Section A**3). Council members are responsible for ensuring appropriate advisors from their directorates are present. The Council chairperson's responsibilities include, but are not limited to:

6.1. Convening and providing preparatory guidance to the operation of the Council.

6.2. Approving the agenda and directing presentations for each meeting.

6.3. Ensuring the attendance of all members, or their representatives, which are needed to adequately address the issues and reach the required decisions.

6.4. Designating an appropriate acting chairperson to preside over meetings during periods of the chairperson's absence.

6.5. Facilitating discussions and deliberation on issues brought before the Council.

6.6. Formulating recommendations for COMUSAFE approval.

6.7. Tasking the Council secretary or other staff organizations for follow-up actions.

7. Board. The Boards review, analyze, adjudicate, prioritize and recommend courses of action on issues brought forward by Groups. The efforts of the Boards are mainly centered on programming and budgeting, but can address any Command-wide issue. Boards convene when an issue requires senior-level review or an issue needs to be brought to the Council. Responsibilities of the Boards include, but are not limited to, the following:

7.1. Reviewing and adjudicating programming recommendations by the three Capability Groups (see **Section C** 12) and budgeting recommendations by the Financial Working Group (FWG).

7.2. Proposing additional initiatives or potential offsets.

7.3. Merging and prioritizing the Capability Group's and FWGs unfunded requirements.

7.4. Providing a recommended programming and budgeting strategy to the Council.

7.5. Resolving programming and execution shortfalls identified during the Capability Groups' assessment and FWG meetings.

7.6. Reallocating resources from one Capability Group or Directorate to pay for a higher priority program or requirement and issue in another Capability Group or Directorate.

7.7. Developing the strategy and format for USAFE's program and budgeting briefings to Air Staff.

7.8. Reviewing and adjudicating other cross-functional issues that may be brought to the Council by the directorate chairing the cross-functional working Group or DS assigned OPR.

8. Board Chair. The Director of Plans and Programs (HQ USAFE/A5) typically chairs the Board for programming issues, e.g. POM; the DS-assigned OPR chairs for other cross-functional issues. If the Director is unable to be present, the next highest-ranking Board member chairs the meeting. Membership includes all Deputy Directors or designated division chiefs. The chairperson presides over the meetings and makes recommendations to the Council. The chairperson retains final decision authority for issues brought to the Board for all recommendations forwarded to the Council. Board members are responsible for ensuring appropriate advisors from their directorate are present. The Board chairperson's responsibilities include, but are not limited to:

8.1. Convening and providing preparatory guidance prior to the operation of the Board.

8.2. Approving the agenda and directing presentations for each meeting.

8.3. Ensuring the attendance of all members, or their representatives, which are needed to adequately address the issues and reach the required decisions.

8.4. Designating an appropriate acting chairperson to preside over meetings during periods of the chairperson's absence.

8.5. Facilitating discussion and deliberation on issues brought before the Board.

8.6. Formulating recommendations for Council approval.

8.7. Summarizing the decisions of Board.

8.8. Presenting recommendations to the Council.

8.9. Tasking the Board secretary or other staff organizations for follow-up actions.

9. Operating Budget and Review Committee (OBRC). The OBRC is the Board for financial issues. It reviews, analyzes, prioritizes and recommends courses of action on financial issues brought forward by the FWG. The efforts of the OBRC are mainly centered on post POM, execution year funds distribution, prioritization and allocation processes. It is convened when a financial issue requires senior level review or an issue needs to be brought to the Council. The Chief of Financial Analysis (HQ USAFE/FMA) typically chairs the OBRC. Membership includes all Deputy Directors or designated division chiefs. The chairperson presides over the meetings and makes recommendations to the Council. The chairperson retains final decision authority for issues brought to the OBRC for all recommendations forwarded to the Council. OBRC members are responsible for ensuring appropriate resource advisors from their directorate are present.

Section C—USAFE Groups

10. Capability Groups Charter. The Capability Groups' charter is to work programmatic issues and policy with a USAFE corporate perspective rather than from a particular functional director's view. The Capability Groups are the core construct for developing, documenting, justifying and conveying USAFE requirements to the USAFE Corporate Structure as well as to the Air Staff and lead commands.

11. Current Capability Groups. Currently, three Capability Groups are established to work program issues and policies within USAFE. Additional Capability Groups may be designated by COMUSAFE to coordinate other cross-functional issues as needed. The current Capability Groups include:

11.1. Air and Space Operations and Logistics Capability Group (AO&L).

11.2. People and Installations Capability Group (P&I).

11.3. Command and Control Capability Group (C2).

12. Capability Groups. The C2, AO&L, and P&I Capability Groups are the programmatic workhorses of the HQ USAFE corporate process. They are chartered to assess and measure corporate Capability and recommend to the Board where to best plan and program resources to maximize mission and execution effectiveness. The three Capability Groups provide program adjustment recommendations and a prioritized list of unfunded requirements to the Board. The Mission Essential Tasks (MET) and Program Elements (PE) that are assigned determine the scope of each Group. Listings detailing the specific Capability Group, MET and PE assignments are maintained in the Program Integration Branch (HQ USAFE/A5PE) office. Financial stake is determined by directorate ownership and interest of program element funding. Capability Group analysis requires the participation of Program Element Monitors (PEM) who provides in depth analysis and details on resources and manpower requirements within their PEs. The Capability

Groups balance their resource capabilities within programs and present the resulting trade-ups and trade-offs to the Board. Each HQ USAFE directorate that owns a program element that is mapped to a Capability Group will have a directorate representative in that Group. The responsibilities of each Capability Group include, but are not limited to the following:

12.1. Assessing, prioritizing and balancing all resources.

12.2. Assessing, prioritizing and balancing manpower offsets, disconnects and initiatives.

12.2.1. Capability assessments must consider all fiscal years in the Future Years' Defense Program (FYDP).

12.2.2. By definition, all items listed in the Groups' unfunded list will be of lower priority than the funded programs.

12.2.3. Coordinating mission requirements with lead and interested Major Command (MAJCOM) and agencies, i.e. Air Staff PEMs, United states European Command (USEUCOM) directorates, lead commands, etc.

12.2.4. Validating manpower offsets, initiatives and disconnects with Groups'manpower representative.

12.2.4.1. The Manpower and Organization Office (HQ USAFE/A5M) manpower requirements team evaluates Capability Groups' submissions of new initiatives with manpower impacts for validation. Manpower's POM objectives are to: evaluate requests in light of existing determinants and mission being performed; verify accuracy of workload/manpower calculations; ensure requests do not drive a formal organizational change or violate any organizational policy; verify Program Element Code (PEC) fencing /usage rules; and determine if the request affects any future resource plans. Approved submissions are updated in the Unit Manpower Document (UMD) and are tracked through USAFE corporate structure deliberations to ensure new or changed offsets, disconnects and initiatives are updated.

12.2.5. Presenting assessments and recommendations in formal briefings to the Board and subsequently to the Council and COMUSAFE.

13. Capability Group Chairs. The COMUSAFE designates co-chairs for Capability Groups. Membership consists of representatives from the various directorates with a financial stake in the scope of that Capability Group. Co-chairpersons (co-chairs), typically O-6s or equivalent in grade or position, lead the Capability Groups. Group co-chairs are normally determined by analyzing total program element funding, and the directorates with the greatest investments in the specific Group provide the co-chairs. The co-chairs preside over the meetings and make recommendations to the Board. The co-chairs retain final decision authority for issues brought to the Group for all recommendations forwarded to the Board. Co-chairs may require other directorate involvement as advisors on an as needed basis. Due to functional responsibilities and resulting conflict of interest, the Comptroller will be excluded from consideration for chairmanship. The Chief of Financial Analysis (HQ USAFE/FMAI) will serve as an advisor and provide representation to all Groups. The co-chairs responsibilities include, but are not limited to the following:

13.1. Providing guidance to the Group's staff as to what is expected regarding Capability assessment and reporting requirements.

13.2. Ensuring program measures are established and developed to measure the Capability of USAFE programs.

13.3. Determining the most appropriate method of conducting their assessment within their Groups.

13.4. Requesting information from any directorates within the scope of the Group (directorates will provide full cooperation to Group co-chairs in conducting their assessment).

13.5. Coordinating with other Group co-chairs regarding cross-Group issues.

13.6. Ensuring the attendance of all members, or their representatives, which are needed to adequately address the issues and reach the required decisions.

13.7. Designating an appropriate acting co-chair to preside over meetings during periods of a co-chair's absence.

13.8. Facilitating discussion and deliberation on issues brought before the Group.

13.9. Providing the leadership and guidance to provide the Corporate Structure a well thought out assessment of the Group's capabilities with facts to back up their findings.

13.10. Formulating recommendations for Board approval.

13.11. Summarizing the decisions of the Group.

13.12. Presenting recommendations to the Board.

13.13. Ensuring all Group products are prepared and delivered to the HQ USAFE/A5PE office for POM issues and DS-assigned OPR for other issues.

14. Membership. Directorate membership to the Capability Groups may be held by representatives from the directorates' resource management office. The Capability Group members and chairs are encouraged to attend all USAFE Group and Board meetings (respectively) so they will understand execution-year issues. Capability Group members link the activities of the Group with their functional directorate. Directorate members are encouraged to discuss analysis, recommendations and Group decisions with Capability Groups and the directorates. Group members provide guidance and assistance to PEMs. Members will staff all issues at the appropriate levels within their own directorate prior to submission to the Capability Group. Members provide quality control for directorate PEM submissions. Group members ensure issues are coordinated with applicable offices outside HQ USAFE as appropriate (e.g. Air Staff PEMs, USEUCOM directorates, lead commands, etc.). Group members will manage their programs throughout the planning, programming and budgeting process. The PEM's responsibilities include, but are not limited to the following:

14.1. Developing informational briefings to the Capability Group and at times to the Corporate Structure.

14.2. Preparing inputs to support the USAFE program submission.

14.3. Responding to Air Staff, USEUCOM and HQ USAFE queries and taskings.

14.4. Maintaining and developing performance measures that assess the Capability of how their assigned program element's funding contributes to the command's mission requirements.

14.5. Obtaining approval of proposed performance measures through their assigned Group and their HQ USAFE Directorate.

14.6. Maintaining a dialogue with the Air Force Staff and lead Command PEMs to assist in presenting HQ USAFE issues to the Air Force Corporate Structure (AFCS) and increase opportunity for success.

14.7. Maintaining a dialogue with the responsible Directorate of Financial Management and Comptroller (HQ USAFE/FM) representatives to determine execution year impact of changes proposed and approved in the planning, programming and budgeting process.

15. Working Groups. For issues that arise repeatedly, COMUSAFE may establish a standing cross-functional working Group led by a functional OPR. The OPR identifies whether USAFE decisions are required which impact command policy, processes, organization, strategy, resources or performance and brings options and recommendations to the Corporate Structure. Otherwise, these issues are normally brought directly to the Council. The Council will direct any actions impacting strategy, resources or performance as appropriate. Directorate membership for Working Groups may be held by representatives from the directorate's resource management office.

16. Financial Working Groups (FWG). The FWG is the Working Group for financial issues. It is responsible for budgeting and management of appropriated funds and makes recommendations to the OBRC regarding command financial plans, funds distribution, budget execution reports, prioritization and validation of current-year unfunded requirements, end-of-year spending and other emerging execution-year issues. The chairperson is the Chief of the Budget Operations Branch (HQ USAFE/FMAO). The members of the FWG are resource advisors from the USAFE Directorates. Responsibilities of the FWG include, but are not limited to the following:

16.1. Preparing initial distribution and financial plan recommendations, including current year unfunded requirements.

16.2. Identifying and prioritizing the Command's current year unfunded requirements.

16.3. Providing the initial proposal for required program adjustments.

16.4. Conducting the first-level review and developing recommendations regarding emerging financial issues.

17. Cross-Functional Groups. Regardless of their specific functional relationship, cross-functional issues can generally be linked to impacts on command policy, processes, organization, strategy, resources and/or performance. The DS will determine the appropriate staffing mechanism for cross-functional issues that do not fit into existing Group charters. These tasks can be divided into two fundamental types: 1) those that require some staff work and a USAFE response, and 2) those that require deliberation to reach USAFE decisions impacting command policy, processes, organization, strategy, resources and/or performance. Tasks that fall into the second category should generally be brought to the Corporate Structure prior to presenting to COMUSAFE for decision. When cross-functional issues are slated for Corporate Structure action, the DS and the OPR will determine whether to enter at the Board or the Council level. Complex issues that require repeated deliberation should enter at the Board level. Cross-functional issues that can likely be resolved through a single interactive discussion by leadership may be brought directly to the Council level. The DS will assign a functional OPR as the lead and task that lead to prepare and bring recommendations to the Board and Council. The Council will direct any actions impacting strategy, resources and/or performance be brought to the USAFE Groups.

18. Alternate FWG. When there is no cross-functional working Group, the DS assigns a directorate as OPR responsible for working with the appropriate functions to develop proposed courses of action and bring options and recommendations to the Board or Council.

Section D—Council, Board and USAFE Group Secretaries

19. Board Secretaries. An executive secretary will be present during Council, Board and USAFE Group meetings and will be provided by the directorate whose function is being addressed during the proceedings: Commander's Action Group (CAG)--performance management; USAFE/FMA--budgeting and execution; USAFE/A5--Program Objective Memorandum; Other Corporate issues--the directorate chairing the cross-functional working Group or the DS assigned OPR. Secretaries' responsibilities include, but are not limited to:

19.1. Overall responsibilities:

19.1.1. Organizing, scheduling, coordinating and notifying members of the Board meeting.

19.1.2. Proposing an agenda for the chairperson's approval.

19.1.3. Prebriefing the chairperson on the proposed agenda and major issues at least one workday prior to the meeting.

19.1.4. Distributing final copies of the agenda and all proposed presentations to each member and advisor prior to the meeting.

19.1.5. Preparing and distributing meeting minutes.

19.1.6. Monitoring follow-on actions and preparing and distributing after-action reports.

19.2. Group Secretaries' Responsibilities:

19.2.1. Maintaining documentation for the Group's analysis processes and other administrative functions.

19.2.2. Being well versed in the reprogramming and unfunded issues of their assigned Group.

19.2.3. Having a working knowledge of the programming requirements of USAFE and the Air Force POM Preparation Instructions (PPI).

19.2.4. Ensuring the Group's internal trade-up and trade-off data is accurately reflected in the program submission.

19.2.5. Maintaining the Group's reprogramming and unfunded spreadsheets (change control numbers [CCN] Log), coordinate with Programming Branch (HQ USAFE/A5PE) for CCNs to ensure the data base for Resource Allocation Programming Information Decision System (RAPIDS) slides and Change Control Sheets (CCS) maintains its integrity, and provides an up-to-date CCN Log to the HQ USAFE/A5PE office for reconciliation.

19.2.6. Preparing the Group's program submission inputs in accordance with the Air Staff's PPI and HQ USAFE/A5PE guidance.

19.2.7. Responding to questions from Air Staff. The secretary will be available to Air Staff to provide full cooperation and perform as a command liaison officer (physically at the Pentagon) between the time HQ USAFE's POM is delivered and Air Force Group (AFG) deliberations are initiated.

19.3. FWG Secretaries' responsibilities:

19.3.1. Performing as secretary for Board meetings when the Board is serving as the OBRC.

19.3.2. Performing as secretary for Council meetings on OBRC issues.

VERN M. FINDLEY II, Brigadier General, USAF
Director of Plans and Programs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

Abbreviations and Acronyms

ACN—Authorization Change Notice

AFCS—Air Force Corporate Structure

AFG—Air Force Group

AO&L—Air and Space Operations and Logistics Capability Group

C2—Command and Control Capability Group

CAG—Commander's Action Group

CAT—Category

CCN—Change Control Numbers

CCS—Change Control Sheets

CEC—Civilian Employment Category

COMMANDER, USEUCOM—United States Commander in Chief, Europe

COMUSAFE—Commander, United States Air Forces in Europe

CRK—Command Remark Code

CTRY—Country

CV—Vice Commander, United States Air Forces in Europe

DS—Director of Staff

FWG—Financial Working Group

FYDP—Future Years' Defense Plan

HOI—Headquarters Operating Instruction

HQ USAFE/A5—Director of Plans and Programs

HQ USAFE/A5M—Chief of Manpower and Organization

HQ USAFE/A5MP—Programs, Resources and Organization

HQ USAFE/A5MPR—Resources

HQ USAFE/A5MPO—Organization

HQ USAFE/A5MR—Requirements

HQ USAFE/A5MRM—Mission Requirements

HQ USAFE/A5MRS—Support Requirements

HQ USAFE/A5PE—Program and Integration Branch, also known as "The Engine Room"

HQ USAFE/FMA—Chief of Financial Analysis

HQ USAFE/FMAO—Chief of the Budget Operations Branch

MAJCOM—Major Command

MARS—Software program name used by A5M to access manpower data

MET—Mission Essential Task

OBRC—Operating Budget and Review Committee

O&M—Operations and Maintenance

OPR—Office of Primary Responsibility

PE—Program Element

PEC—Program Element Code

PEM—Program Element Monitor

P&I—People and Installations Capability Group

POM—Program Objective Memorandum

PPI—Air Force POM Preparation Instruction

RAPIDS—Resource Allocation Programming Information Decision System

RDS—Records Disposition Schedule

Tab P—Unfunded Requirements

USAFE—United States Air Forces in Europe

USEUCOM—United States European Command

UMD—Unit Manpower Document

Attachment 2

HQ USAFE/A5M PROGRAM OBJECTIVE MEMORANDUM FLOW PROCESS

A2.1. Mission Requirements Determination (HQ USAFE/A5MRM) or Support Requirements Determination (HQ USAFE/A5MRS) forwards the **Capability Group** Secretary and **PEMs** the UMD (fundeds and unfundeds driven by PEC) of a predetermined period to be used when requesting manpower. (e.g., 31 Oct 06 UMD was used for the 06 POM).

A2.2. Each Capability Group will meet for internal PEM parades to discuss proposed submission (manpower and dollars) of each PEM.

A2.3. A5 issues a time frame for PEMs to submit new initiatives with manpower impacts associated with the POM for validation.

A2.4. POM validation requests are completed by either the PEM or initiator using the cover letter and "Detail Add" spreadsheet templates.

A2.5. The initiator, if not the PEM, forwards the completed request to the applicable PEM. The PEM conducts an initial review to determine if the request is appropriate and staffs though the Group.

A2.6. Once coordinated by the Capability Group, the request will formally be submitted to the Manpower and Organization Division (HQ USAFE/A5M) office box for validation.

A2.7. The HQ USAFE/A5M secretary forwards the request to Manpower Requirements (HQ USAFE/A5MR) for action, with a courtesy copy to Manpower Programs, Resources and Organization (HQ USAFE/A5MP).

A2.8. HQ USAFE/A5MR reviews and forwards the request to HQ USAFE/A5MRM or HQ USAFE/A5MRS as applicable.

A2.9. HQ USAFE/A5MP forwards a copy of the request to Manpower Organization (HQ USAFE/A5MPO) and Manpower Resources (HQ USAFE/A5MPR) for preliminary review. *(Upon receipt of the initial copy from HQ USAFE/A5M, HQ USAFE/A5MP should immediately begin a preliminary review to look for obvious organizational or resource issues and quickly notify HQ USAFE/A5MR of any showstopper findings. However, formal HQ USAFE/A5MP review and coordination does not occur until after HQ USAFE/A5MR finishes their evaluation.)*

A2.10. HQ USAFE/A5MRM AND HQ USAFE/A5MRS

A2.10.1. Evaluates the request in light of existing determinants and the mission being performed by affected functions/units.

A2.10.2. Verifies accuracy of the workload/manpower calculations.

A2.10.2.1. Verifies the amount of OFFSET manpower being turned in corresponds with the workload man-hours for the function being eliminated.

A2.10.2.2. Verifies the man-hours/manpower for new requirements submitted as an INITIATIVE.

A2.10.2.3. Verifies the man-hour/manpower positions or requirements that have not changed since they were previously validated which are associated with UMD unfunded positions (DIS-CONNECT).

A2.10.3. Ensures requirements attributes identified (FACs, O/E/C categories, grades, AFSCs, etc) are appropriate for the workload.

A2.10.4. Assists the PEM/initiator with filling in any omitted attributes needed to properly load the information to the UMD once validated.

A2.10.5. Determines if the request may cause any military or civilian personnel (including works council) issues and seeks appropriate coordination from Directorate of Personnel (HQ USAFE/A1).

A2.10.6. If not already included as part of the request, HQ USAFE/A5MRM and HQ USAFE/A5MRS obtains coordination from the functional manager(s) directly, and from the affected unit(s) through the servicing manpower office(s).

A2.10.7. Provides coordination recommendation/comments to HQ USAFE/A5MR.

A2.11. HQ USAFE/A5MR recommends approval and forwards to HQ USAFE/A5MP for coordination if the request meets established criteria or returns the request to the PEM for additional information.

A2.12. HQ USAFE/A5MP forwards the request to Organization Branch (HQ USAFE/A5MPO) and HQ USAFE/A5MPR for final organizational and resources coordination.

A2.13. HQ USAFE/A5MPO

A2.13.1. Ensures the request does not drive a formal organizational change (OCR) or violate any organizational policies.

A2.13.2. Ensures organizational attributes (units/OSCs) identified as initiatives are appropriate for the mission.

A2.13.3. Provides coordination recommendation/comments to HQ USAFE/A5MP.

A2.14. HQ USAFE/A5MPR

A2.14.1. Verifies fencing/usage rules and ensures PECs identified are appropriate for the positions to be funded or used as an offset; PECs must be compatible with the functions performed.

A2.14.2. Determines if the request affects any other proposals or future resource plans.

A2.14.3. Checks NET WORTH adjustments within the same PECs and for functions/missions similar in nature to the requested manpower.

A2.14.3.1. For disconnects and initiatives, HQ USAFE/A5MPR ensures the request does not overlap previously documented resource requests.

A2.14.3.2. For offsets, HQ USAFE/A5MPR ensures all resources associated with the affected function/mission are included.

A2.14.4. Provides coordination recommendation/comments to HQ USAFE/A5MP.

A2.15. HQ USAFE/A5MP recommends approval and forwards to A5M for final review, or returns the request to the PEM for additional information.

A2.16. A5M reviews/approves requests based on HQ USAFE/A5MR and HQ USAFE/A5MPO recommendations, or returns the request to the PEM for additional information.

A2.17. HQ USAFE/A5MR

A2.17.1. If HQ USAFE/A5M approves the request, HQ USAFE/A5MR assigns a six-character validation number, which will serve as the "A5M stamp". Format: "V" "Group" F y # # (ex. V A 05 0 1 - means the first request validated by the AO&L Group for the 05 APOM).

A2.17.1.1. "V" "Group" F y # #: The letter "V" simply means the positions are part of a validated manpower request.

A2.17.1.2. "V" "Group" F y # #: The second character indicates the POM Group who validated the requirement, or the group that will have to generate the POM for the requirement. Options are:

A2.17.1.3. "A" for AO&L Group.

A2.17.1.4. "C" for C2 Group.

A2.17.1.5. "P" for P&I Group.

A2.17.1.6. "V" "Group" F y # #: The third and fourth characters represent the fiscal year the requirement was identified; a POM action acknowledged.

A2.17.1.7. "V" "Group" F y # #: Characters five and six are a two-digit sequential tracking code related to the number of requests approved for a particular group for a specific POMing period.

A2.17.2. Updates the validation on the UMD by loading the validation number as a command remark code (CRK) against existing UMD positions for offsets and disconnects and for the request of new unfunded positions (initiatives).

A2.17.3. Tracks the validation in a spreadsheet on the HQ USAFE/A5M shared drive.

Table A2.1. Validation Spreadsheet Sample.

Validation Number	Request Type	Request Title	Lead PEM	Group	A5M POC	MDS Project Updates	O	E	US	FN
VC0501	O (Offset)	Old and Broken Comm System	SMSgt Speak	C2	Kleinert	XPM2234SDK 0007 XPM2278SDK 0008	1	20	5	3
VA0501	D (Disconnect)	LCOM Maintainers	Maj Fix	AOL	Burgess	XPM2111CMB 0002		75		
VP0501	I (Initiative)	New Dining facility	Capt O'lunch	PI	Steele	XPM2222SDS 0001		5		30
VP0502	I (Initiative)	New SF support	Lt Col Cop	PI	Graham	XPM2222RBG 0001		5		30

A2.18. HQ USAFE/A5MPR

A2.18.1. Updates the manpower project in MDS.

A2.18.2. Publishes a new software program (MARS) UMD with the updated validation number details (UMD publishing frequency TBD but can be daily if necessary).

A2.18.3. Loads request PEC/CAT/CEC/CTRY details, in net worth, for tracking based on validated positions tagged in the UMD.

A2.19. HQ USAFE/A5MR group POCs track USAFE corporate structure deliberations to ensure new or changed offsets, disconnects and initiatives are updated in the UMD according to the process above.

A2.20. HQ USAFE/A5MRM and HQ USAFE/A5MRS returns validation request and authorization change notice (ACN) back to the Capability Group Secretary.

A2.21. Capability Groups places the validated requirements against specific capability levels on the PEC slide.

A2.21.1. Requirements may be split for a PEC to achieve various levels of capability. (e.g., by placing part of the requirement against one level and including the remaining to achieve a higher level of capability.)

A2.22. Each Capability Group will prioritize their unfunded requirements.

A2.23. Capability Groups will meet to prioritize and consolidate all unfunded requirements.

A2.24. Program Integration (HQ USAFE/A5PE) develops the unfunded requirements (Tab P) from the Capability Group's consolidated list of unfunded requirements that have less than a 80 capability level.

A2.25. The Tab P will be incorporated into the balanced program CCN log and passed to the group secretaries and PEM's so they can build RAPIDS slides for their respective group.